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Bob Holden Governor

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March 17, 2003

Byron Zuidema, Regional Administrator Employment and Training Administration U.S. Department of Labor John C. Kluczynski Building 230 South Dearborn Street, 6th Floor Chicago, IL 60604-1505

Dear Mr. Zuidema:

The State of Missouri is pleased to submit the Workforce Investment Act (WIA) Annual Report for Program Year 2001. The report details and measures the progress in the WIA adult, dislocated worker and youth services for Missouri job seekers and employers.

Workforce development is an important challenge in maintaining Missouri's global competitiveness and ongoing economic prosperity. WIA is a fundamental tool as we coordinate and consolidate employment programs and services across agencies. The principles of WIA—streamlining services, empowering individuals, universal access, increased accountability, a strong role for local and private sector stakeholders, state and local flexibility and improving youth programs—match Missouri's strategies to meet the needs of incumbent workers, emerging workers and employers.

Although we have made much progress, Missouri continues to transform the workforce development system so fragmentation and duplication are replaced with comprehensive, integrated and individualized services. We look forward to continuing to work with you and our partners to improve services for Missouri's job seekers and employers.

Sincerely,

Rick Beasley

Director

RB/sh

Enclosure

Introduction



he Workforce Investment Act of 1998 (WIA) provides for a locally driven employer focused workforce development system that meets the workforce needs of local business by preparing workers with the skills needed to succeed in targeted occupations. Now in the second year of operation under WIA, Missouri can report a significant number of performance related achievements. In addition to the outstanding performance on the required core performance indicators, many enhancements to the performance management, evaluation and reporting system have been completed. These enhancements provide local and statewide leaders with the management tools necessary for short and long-term success.

The WIA core indicators measure success in the process of preparing workers to meet the demand of local business. Embedded in the performance indicators are outcomes that support the business driven workforce development system.

WIA performance is measured on negotiated statewide rates. These performance rates are then divided among the fourteen local workforce investment boards that, along with the Missouri Training and Employment Council, make up Missouri's workforce development system. This system provides services at twenty-seven Missouri Career Centers throughout the state.

What follows is the required performance reporting for WIA programs. Federally directed performance measures concentrate on the process of preparing workers and on the overall satisfaction by both employers and participants. Missouri is proud of our accomplishments and we recognize the only truly meaningful measurement is our ability to produce outcomes that satisfy the needs of employers and job seekers.

Performance Accomplishments

Missouri exceeded its goals for the Adult, Dislocated Worker and Older Youth Entered Employment Rates.

Missouri exceeded its goals for the Adult, Dislocated Worker and Older Youth Employment and Credential Rates.

Missouri exceeded its goal for the Younger Youth Diploma or Equivalent Attainment Rate.

Missouri *met* its goals for the Adult, Dislocated Worker and Older Youth Retention Rates.

Missouri *met* its goal for the Dislocated Worker Earnings Replacement Rate.

Missouri *met* its goals for the Younger Youth Skill Attainment Rate and Younger Youth Retention Rate.

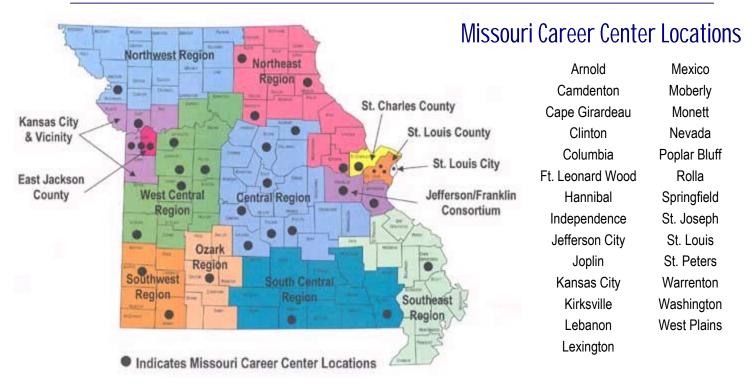


Missouri Career Center System

The cornerstone of the Workforce Development System is Missouri's one-stop service delivery, which unifies numerous training, education and employment programs into a single, customer-friendly system. The underlying notion of one-stop is the coordination of programs, services and governance structures so that the customer has access to a seamless system of workforce development services.

It is the vision of the Missouri Career Center System to be the service provider of choice for all Missourians. A goal is for individuals to visit Missouri Career Centers with the same ease and confidence as taking a trip to the library. Missouri Career Centers are based on the following principles:

- Integrate employment and training programs to provide job seekers greater access to employment opportunities, training, education and career choices;
- Promote community-based design of integrated one-stop career centers that are flexible, simple, timely and highly responsive to job seekers and employers;
- Serve both job seekers and employers equally;
- Provide accurate and easy-to-use labor market information allowing job seekers and employers the opportunity to make informed career and business decisions;
- Provide job seekers employment opportunities resulting in increased economic self-sufficiency and well-being;
- Provide employers a qualified workforce;
- Promote strong accountability for producing customer-based results for job seekers and employers;
- Provide information on current labor market trends to assist educational and training institutions in the design of their curriculums.



Evaluation Activities



Missouri is in the early stages of evaluation activities to gauge the Workforce Development System's effectiveness. Missouri continues to use a three-pronged approach: continuous improvement reviews; performance measurement systems for improvement in workforce programs; and strategic evaluation sessions.

Continuous Improvement Reviews

During a continuous improvement review, a team examines the delivery of local workforce development services in terms of certain targeted WIA system elements. The Team also identifies best practices and publicizes them for technical assistance purposes.

Missouri's Performance Measurement System

Missouri's performance measurement system assesses the Workforce Development System by program, division and the entire system.

Strategic Evaluation Sessions

DWD is establishing information-sharing sessions to develop strategies for the implementation of WIA programs that will result in improvements to the performance systems. These sessions will be staffed with state program managers and local practitioners to explore the cause and effect relationships of activities and performance. The Teams will explore strategies to deliver workforce programs in a fashion that will have the greatest increases in WIA performance. Local area staff will serve as liaisons with their respective local workforce investment boards (LWIB) to ensure that state and local strategies are in concert.



Cost-Effectiveness

issouri spent \$26,769,126 of WIA funds during Fiscal Year 2002. Those funds were calculated (*Table 1*), and divided between Adult, Dislocated Worker and Youth Programs.

Table 1: Formulas for Deriving Actual Program Area Relative Share of Expenditure

Adult Programs					
Expended Adult Program Funds	\$7,456,462				
Relative Share of Local Administration Funds	\$586,328				
Relative Share of Statewide Activity Funds	\$1,900,271				
TOTAL, ADULT PROGRAMS	\$9,943,061				
Dislocated Worker Programs	3				
Expended Dislocated Worker Program Funds	\$3,711,458				
Relative Share of Local Administration Funds	\$333,599				
Relative Share of Statewide Activity Funds	\$1,081,184				
Rapid Response	\$859,790				
TOTAL, DISLOCATED WORKER PROGRAMS	\$5,986,031				
Youth Programs					
Expended Youth Program Funds	\$7,962,981				
Relative Share of Local Administration Funds	\$678,395				
Relative Share of Statewide Activity Funds	\$2,198,658				
TOTAL, YOUTH PROGRAMS	\$10,840,034				

^{*}The data for *Table 1* is from the DWD Controlled Inventory Tracking System, while additional information was obtained from the Missouri State Treasurer's Fund Balance Report for June 30, 2002, adjusted for WIA formula funds only. Other fiscal information is based on the Statewide Advantage for Missouri (SAM II) financial system.

The figures represent the total WIA funds expended by Missouri during the Fiscal Year beginning July 1, 2001, and running through June 30, 2002. This analysis represents the benefits Missouri gained from the increased income of WIA participants, which we believe is due in large part to workforce development activities funded with the above WIA allocations.

Determination of Participant Characteristics

In order to calculate a monetary value to Missouri's gained benefit, it is necessary to determine some characteristics concerning the Adult, Dislocated Worker and Youth populations covered by the funds reported above. *Table 2* shows the total participants, total services provided and the average number of services for the populations in regards to each program.

Figure 1: Actual Program Area Operating Results

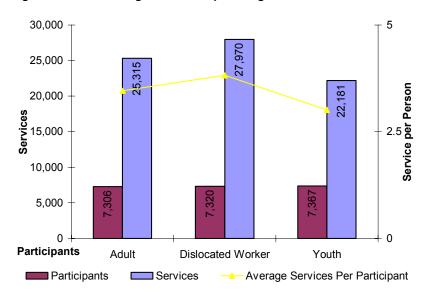


Table 2: Average Costs

	Average Per Service	Average Per Client
Adult	\$392.77	\$1,360.94
Dislocated Worker	\$289.44	\$1,804.81
Youth	\$576.40	\$1,422.13

^{*}The differences in perceived efficiencies can be explained by examining the types of services provided. Approximately 11% and 13% of the Adult and Dislocated Worker total services, respectively, are in the form of follow-up services. In the Youth population, follow-up services represented only approximately 4% of services. Additionally, 19% and 16% of Adult and Dislocated Worker total services, respectively, are in the form of initial assessments.

In the Youth population, initial assessment is not a reportable service, and thus accounts for none of the services counted above. Follow-up services and initial assessment services are, perhaps, the least costly services provided through WIA. A large number of these types of services accounts for the seemingly much greater efficient use of funds in the Adult and Dislocated Worker populations.

In fact, any comparison of a cost-per must bear in mind the differences in the populations. Experience shows that Youth participants tend to be in the system longer than Adult or Dislocated Worker participants. The focus of the Programs, particularly for the Younger Youth group, is fundamentally different. More emphasis is placed on attainment of skill sets for Youth. The object of the Program is to build a life-long base for the participant, whereas the emphasis of the Adult and Dislocated Worker Programs is more immediate--a return to productive and substantial employment. Differences in the focus also account for differences in the perceived efficiencies of the Programs.

Determination of Cost-Benefit Comparison

The determination of cost, both total and average is relatively easy to calculate. The necessary items, such as total dollars expended, participants and services provided during that time frame, are all carefully tracked and recorded.

The process of determining a tangible benefit that can be compared to a tangible cost is, however, much more complex. We can, for instance, look at the performance measures in an attempt to determine a tangible benefit. However, the performance measures represent partial populations within any of these groups. The Entered Employment Rate, for instance, excludes those who were still employed at the time of registration. The Retention Rate only includes those who were successful in the Entered Employment Rate measure. Furthermore, the costs in any given time period represent funds used for all participants, not just exiters.

To determine a tangible benefit, it is possible to develop a derivative of one of the performance measures. In particular, the Adult Earnings Change measure provides useful data that can be developed into a comparable tangible benefit to compare to the above costs. The Adult Earnings Change provides a dollar amount per each successful exiter. Each exiter in a given time period who has unemployment insurance (UI) wages during the first quarter after their exit quarter is included in the measure. The data items for that measure are as follows:

- Total pre-registration UI wages, from the second and third quarters prior to registration, for those exiters included in the measure:
- Total post-exit UI wages, from the second and third quarters after exit, for those exiters included in the measure;
 and
- The number of exiters included in the measure.

The actual formula for these three data items is:

Total post-exit dollars - Total pre-registration dollars

Number of exiters in the measure

The outcome of the formula provides a per exiter dollar amount, which indicates the extent and direction of the Earnings Change Rate for clients. In theory, this represents the impact of WIA services on the group of exiters.

The Derivation of the Earnings Change Measure

The derivation of this measure must find a way to include all participants, not just those who are eligible to fall in the measure.

The numerator of the measure (post-exit dollars minus pre-registration dollars) provides the appropriate dollar figure to include in the derivation. This figure represents the gross perceived benefit of WIA dollars expended. By dividing this figure by the total exiters (not just those who qualify for the measure), a perceived benefit-per-client rate can be determined. This derived rate now includes all exiters, and, as all participants will eventually exit, can be translated into a benefit-per-client rate.

The derived formula now looks like this:

Total post-exit dollars from successful exiters - Total pre-registration dollars from successful exiters

Number of all exiters for the time period

One potential question to be immediately raised from this formula is the failure to include the pre-registration and post-registration dollars from those exiters who were not initially in the measure. While that idea bears further consideration, and probably should to be included in an additional derivation, for the purposes of this analysis that data was excluded for several reasons:

- First, the concept of a benefit in regards to the derived measure should not allow for a potential gain from clients who were not successful in the WIA program. Failure to obtain an Entered Employment Rate for a client (which excludes them from the Earnings Change Rate measure) is treated as a failure in the performance measures.
- Secondly, clients do move across state lines and potentially have UI wages in other states. That data is not
 available to Missouri at this time. Including Missouri pre-registration wages, while excluding post-exit UI wages
 from other states distorts the concept.
- Finally, the purpose of this analysis is to determine a cost / benefit for comparison. The use of wages outside Missouri distorts the point of the comparison.



Calculation of the Derived Formula

The Earnings Change Rate measure has been reported on an annual basis for two years. Because neither year exactly corresponds to the Fiscal Year of the cost data, use of an average Earnings Change is necessitated. The Earnings Change measure as reported in the *Program Year 2000 and Program Year 2001 WIA Annual Reports* provide the basis for the data.

Table 3: Earnings Change Measures

PY 2000 Annual Report, Numerator, Adult Earnings Change	\$7,882,875
PY 2001 Annual Report, Numerator, Adult Earnings Change	\$6,286,036
TOTAL DERIVED NUMERATOR	\$14,168,911
The denominator for the derived formula is the total number of exiters from the PY2000 and Reports	PY2001 Annual
PY 2000 Annual Report, Total Adult Exiters	3,310
PY 2001 Annual Report, Total Adult Exiters	3,874
TOTAL DERIVED DENOMINATOR	7,184
The division of the numerator (\$ 14,168,911) by the denominator (7,184) provides a dechange of \$1,972 per exiter. This figure then goes into the calculation to determine an annual on this derived Earnings Change.	
Numerator	\$14,168,911
Denominator	7,184
Derived Adult Earnings Change	\$1,972

^{*}The derived Earnings Change of \$1,972 serves as an average for all Missouri exiters. Again, as all participants must eventually become exiters, we can multiply this derived figure against the total number of participants for the time period covered by the cost data (July 1, 2001 through June 30, 2002). The total number of participants during this time period was 4,787. This calculation yields a figure of \$9,439,964 that represents the six-month yield from the positive derived Earnings Change. To annualize this, the figure is simply doubled to \$18,879,928. This figure represents the benefit WIA participants brought to Missouri as a result of the Adult Program.

The benefit figure of \$18,879,928 is nearly double the cost expended in the Adult Program for Fiscal Year 2002. The actual net figure is \$8,936,867 or a ratio of 1:90 if expressed as such.

While the actual benefits of increased earnings accrue first for the actual participants, Missouri accrues actual benefits as well. State income tax is paid on those increased earnings. Missouri gains sales tax revenue as those increased earnings are spent. As the expenditure of those increased earnings occur, the dollars becomes income for another and additional taxes are gained.



Statewide Outcomes

Customer Satisfaction Survey Results

Selected job seekers and employers were randomly selected for telephone customer satisfaction surveys which focused on three questions as outlined in the U.S. Department of Labor, Training and Employment Guidance Letter 7-99. The survey used the American Customer Satisfaction Index, the most widely used index of its kind.

Table 4: Customer Satisfaction Results

	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Program Participants	67%	83%	315	8,977	381	83%
Employers	69%	77%	535	26,070	709	76%

Adult Program

Individuals interested in job training and job placement assistance can access services through Missouri Career Centers. Job seekers can receive an initial assessment of their skill levels and supportive service needs, along with appropriate referrals to agencies to meet these needs. In addition, job seekers can receive assistance with their job search, including access to Missouri *WORKS!* and current labor market information. Missouri Career Centers provide free resource areas that offer access to tools for job seekers, including computers and fax machines.

Additional services are funded through WIA. Adults (18 years and over) who are determined economically disadvantaged may receive assistance in identifying employment barriers and goals, individual counseling and career planning. Training services are designed to prepare an individual to obtain a job or upgrade skills. WIA also provides supportive services (e.g., transportation and childcare assistance) to enable an individual to participate in the Program. This program aims to improve the quality of the workforce, reduce welfare dependency and enhance the productivity and competitiveness of the nation's economy.



Table 5: Adult Program Results At-A-Glance

	Negotiated Performance Level		ctual ance Level
Entered Employment Rate	71%	80%	2,791
Entered Employment Nato	7 1 70	0070	3,498
Employment Retention Rate	82%	81%	2,547
Employment Netention Nate	0270	0170	3,146
Earnings Change in Six Months	\$3,346	\$2,327	\$6,924,026
Larrings Change in Six Months	ψ5,540	ΨΖ,3Ζ1	2,975
Employment and Credential Rate	50%	60%	538
Employment and Gredential Nate	JU /0	00 /0	893

Table 6: Outcomes for Adult Special Populations

Table 0. Outcomes for Addit Special Populations								
	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
		Numerator		Numerator		Numerator		Numerator
Entered Employment Rate	79%	1,221	78%	199	69%	68	72%	97
Entered Employment Rate	19/0	Denominator	10/0	Denominator	09 /0	Denominator	1 2 /0	Denominator
		1,545		255		99		134
	79%	Numerator	75%	Numerator	75%	Numerator	85%	Numerator
Employment Retention Rate		1,115		165		59		87
		Denominator		Denominator		Denominator		Denominator
		1,404		221		79		103
		Numerator		Numerator		Numerator	\$1,747	Numerator
Earnings Change in Six Months	\$2,860	\$3,721,340	\$2,506	\$506,180	\$1,719	\$123,749		\$165,933
Lamings Change in Six Months	Ψ2,000	Denominator	ψ2,300	Denominator	ψ1,719	Denominator		Denominator
		1,301		202		72		95
		Numerator		Numerator		Numerator		Numerator
Employment and Credential Rate	61%	451	71%	48	53%	21	59%	16
	U 1 /0	Denominator	/ 1 /0	Denominator	55/0	Denominator	55/0	Denominator
		746		68		40		27

Table 7: Other Outcome Information for Adult Program

	Receive	duals Who ed Training rvices	I KACAIVAA ()NIV		
		Numerator		Numerator	
Entered Employment Rate	82%	579	79%	2,212	
Entered Employment Nate	02 /0	Denominator	1970	Denominator	
		708		2,790	
	81%	Numerator		Numerator	
Employment Retention Rate		596	81%	1,951	
Linployment Retention Rate		Denominator		Denominator	
		739		2,407	
		Numerator		Numerator	
Earnings Change in Six Months	\$3,466	\$2,311,784	\$1,998	\$4,612,243	
Earnings Change in Six Months	φ3,400	Denominator	φ1,990	Denominator	
		667		2,308	
		Numerator			
Employment and Credential	60%	538			
Rate	00 /0	Denominator			
		893			

Dislocated Worker Program

WIA targets reemployment and training services to workers who lose their jobs through no fault of their own as a result of a mass layoff or plant closure. The Division of Workforce Development's (DWD) first responsibility is to inform workers who have received notice of their layoff that reemployment services are available to them. Rapid Response meetings are held in coordination with local Missouri Career Centers and other state agencies that have programs to assist the workers with a smooth transition back into the workforce.

During this Program Year, the Rapid Response Team attended over 260 meetings throughout Missouri, affecting over 143 companies and 15,560 workers. Dislocated workers are eligible to receive all WIA funded reemployment assistance and services at the Missouri Career Centers.

When a large layoff occurs, Missouri will make a special application to the U.S. Department of Labor under the National Emergency Grant (NEG) Program to specifically fund WIA services to the affected laid-off workers. Missouri operates five NEG projects: AGCO Corporation in Kansas City; GST Steel in Kansas City; Toastmaster/Wolverine in northeast Missouri; Excel/Honeywell/Holmes-Rival in west central Missouri; and Worldcom in St. Charles. The additional funding from these grants exceeds \$3,750,000.



Table 8: Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	76%	87%	2,033
Entered Employment Nate	7076	07 70	2,338
Employment Retention Rate	90%	89%	1,808
			2,033
Earnings Replacement in Six Months	95%	98%	\$20,161,991
Earnings Replacement in Six Months	9576	90%	\$20,558,842
Franks was not and Cradential Date	50%	67%	539
Employment and Credential Rate	30 /6	01/0	802

Table 9: Outcomes for Dislocated Worker Special Populations

	V	eterans		riduals with sabilities	Older	Older Individuals		Displaced Homemakers	
		Numerator		Numerator		Numerator		Numerator	
Entered Employment Rate	86%	203	87%	41	82%	231	63%	10	
Entered Employment Rate	00 %	Denominator	01 70	Denominator	02 70	Denominator	03%	Denominator	
		237		47		283		16	
		Numerator		Numerator		Numerator		Numerator	
Employment Retention Rate	83%	168	88%	36	85%	196	90%	9	
		Denominator	00 /0	Denominator		Denominator		Denominator	
		203		41		231		10	
	88%	Numerator		Numerator		Numerator	88%	Numerator	
Earnings Replacement Rate		\$2,137,468	100%	\$344,649	76%	\$2,070,547		\$67,846	
Lamings Replacement Rate	00 /0	Denominator	100 /6	Denominator	10/0	Denominator	00 /0	Denominator	
		\$2,436,174		345,018		\$2,735,215		\$76,938	
		Numerator		Numerator		Numerator		Numerator	
Employment and Credential Rate	71%	43	73%	16	46%	34	50%	3	
	/ 1 /0	Denominator	13/0	Denominator	40 /0	Denominator	JU /0	Denominator	
		61		22		74		6	

Table 10: Other Outcome Information for Dislocated Worker Program

	Receive	ndividuals Who eceived Training Services Individuals Wh Received Only Core and Intens Services		
		Numerator		Numerator
Entered Employment Rate	87%	699	87%	1,334
Entered Employment Rate		Denominator	01 /0	Denominator
		802		1,536
	89%	Numerator	89%	Numerator
Employment Retention Rate		621		1,187
		Denominator		Denominator
		699		1,334
		Numerator		Numerator
Earnings Change in Six Months	100%	\$6,296,788	97%	\$13,865,203
Lamings Change in Six Worths	100 /0	Denominator	91 /0	Denominator
		\$6,269,843		\$14,288,999
		Numerator		
Employment and Credential Rate	67%	539		
Linployment and Gredential Rate	07 /0	Denominator		
		802		

Youth Program

DWD administers WIA funds to provide locally designed comprehensive youth services through Missouri's fourteen LWIBs and their designated Youth Councils. DWD's goal is to facilitate the means by which good ideas, performance and effective leveraging of resources come together to produce a workforce development system truly positioned to expand the opportunities of Missouri's young people today and for the future.

WIA serves in-school and out-of-school youth ages 14-21 and reflects a core value that all youth can learn and acquire skills, establish career and educational goals, develop leadership traits and become good community citizens. By providing comprehensive services based on individual assessments, local youth programs are linked more closely to local labor market needs and provide the right interventions at the right time in a young person's life resulting in a major impact on future success.

By connecting youth to Missouri Career Centers, they are provided with knowledge of the work world, academic skills linked to occupational learning and employability and attitudinal capabilities that will enable them to adjust to life challenges. In addition, youth that can benefit from services but may not be eligible under WIA guidelines can be referred to other youth programs such as Job Corps.



Table 11: Older Youth Program Results At-A-Glance

	Negotiated Performance Level		tual nce Level
Entered Employment Rate	60%	77%	243
Littered Employment Nate	00 70	1170	315
Employment Retention Rate	81%	77%	218
Limployment Retention Rate	0170	11 /0	284
Earnings Change in Six Months	\$2,805	\$2,229	\$599,707
Lamings Change in Six Months	Ψ2,003	ΨΖ,ΖΖ9	269
Employment and Credential Rate	37%	39%	158
Employment and Gredential Nate	31 /0	39 /0	401

Table 12: Outcomes for Older Youth Special Populations

	Public Assistance Recipients		٧	Veterans		Individuals with Disabilities		Out-of School Youth	
		Numerator		Numerator		Numerator		Numerator	
Futured Francis was not Date	770/	178	33%	1	CO0/	9	79%	158	
Entered Employment Rate	77%	Denominator	33%	Denominator	60%	Denominator	19%	Denominator	
		232		3		15		199	
Employment Retention Rate		Numerator		Numerator		Numerator		Numerator	
	77%	153	0%	0	46%	6	80%	146	
		Denominator		Denominator		Denominator		Denominator	
		200		1		13		182	
		Numerator		Numerator		Numerator		Numerator	
Earnings Change in Six Months	\$2,009	\$377,740	\$328	\$328	\$1,776	\$19,536	\$2,371	\$410,224	
Lamings Change in Six Wortins	ψ2,009	Denominator	ψυΖυ	Denominator	ψ1,770	Denominator	Ψ2,311	Denominator	
		188		1		11		173	
		Numerator		Numerator		Numerator		Numerator	
Employment and Credential	37%	104	0%	0	55%	11	40%	94	
Rate	31 /0	Denominator	U /0	Denominator	55 /6	Denominator	40 /0	Denominator	
		285		3		20		238	

Table 13: Younger Youth Program Results At-A-Glance

	Negotiated Performance Level	_	tual ince Level
Skill Attainment Rate	89%	88%	4,207 4,780
Diploma or Equivalent Attainment Rate	52%	75%	233
Retention Rate	63%	56%	154
1 Clondon Palo	00 /0	30 /0	273

Table 14: Outcomes for Younger Youth Special Populations

		Public Assistance Recipients		viduals with	Out-of School Youth	
		Numerator		Numerator		Numerator
Skill Attainment Rate	74%	3,532	10%	475	9%	422
Okiii Attailiileiti Nate	7 4 70	Denominator		Denominator] 0,0	Denominator
		4,755		4,605		4,666
	71%	Numerator		Numerator	49%	Numerator
Diploma or Equivalent Attainment		161	91%	31		35
Rate	1 1 70	Denominator	3170	Denominator		Denominator
		226		34		71
		Numerator		Numerator		Numerator
Employment Retention Rate	53%	96	55%	11	47%	40
Lingioyment retention rate	JJ /0	Denominator	JJ /0	Denominator	71 /0	Denominator
		182		20		85

Table 15: Other Reported Information

	Em	2 Month ployment ntion Rate	Cha	. Earnings ange or acement	Part Non	ements for icipants in traditional ployment	into En for Individ Er Unsu	s at Entry nployment those duals who ntered bsidized loyment	Uns Em Rela Re th co	ntry into subsidized aployment ated to the fraining aceived of lose who ompleted fraining fervices					
		Numerator		Numerator		Numerator				Numerator		Numerator			
Adults	77%	7% 2,047 \$2,814 \$7,451,751 .5% 15 \$3,099	\$3,099	\$8,648,497	47%	270									
Addits	1170	Denominator	ΨΖ,Ο1Ψ	Denominator	.5 /0	Denominator	ψ0,000	ψ0,000	ψ0,000	ψ0,000	ψο,σσσ	φο,σσσ	Denominator	77 /0	Denominator
		2,668		\$2,648		2,791		2,791		579					
		Numerator		Numerator		Numerator		Numerator		Numerator					
Dislocated Workers	86%	2,378	-\$61	\$168,058	.7%	13	\$5,083	\$9,434,108	51%	307					
Dislocated Workers	00 /0	Denominator	-ψ0 ι	Denominator	.1 /0	Denominator	φ0,000	ψ5,005	ψ5,005	ψ5,005	Denominator	J 1 /0	Denominator		
		2,771		\$2,749		1,856		1,856		604					
		Numerator		Numerator		Numerator		Numerator							
Older Youth	75%	358	\$2,660	\$1,263,587	0%	0	\$2,046	\$497,188							
Older Toutil	13/0	Denominator	Ψ2,000	Denominator	0 /0	Denominator	Ψ2,040	Denominator							
		480		\$475		243		243							



Figure 2: Participant Levels

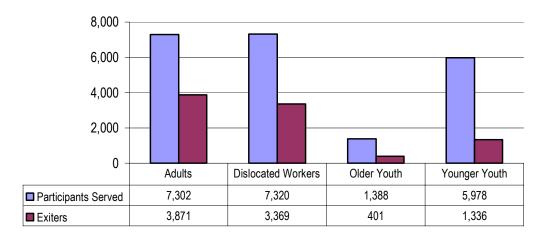


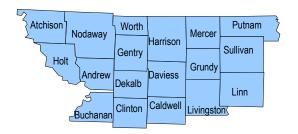
Table 16: Cost of Program Activities

	Program Activi	ty	Total Federal Spending	
Local Adults			\$11,957,157	
Local Dislocated Wo	Workers \$8,095,54			
Local Youth			\$12,785,105	
Rapid Response (up to 25%) S 134(a)(2)(A)			\$2,487,061	
Statewide Required	Activities (up to 15%)	S 134(a)(2)(B)	\$5,346,702	
		State Administration	\$1,195,421	
Statewide Allowable Activities S 134	Drogram Activity	Capacity Building	\$831,482	
(a)(3)	Program Activity	Displaced Homemaker	\$42,608	
(4)(5)		Other	\$560,108	
Total of All Federa	al Spending Listed	Above	\$43,301,191	



Local Workforce Board Performance

Northwest Region

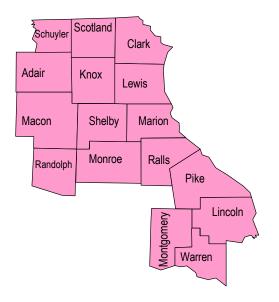


- Exceeded all the Entered Employment Rates.
- Met or Exceeded all the Retention Rates.
- *Met* the Adult, Dislocated Worker and Youth Program area averages (107%, 143% and 119%, respectively).
- High point: Reached 178% of projection for Dislocated Worker Entered Employment Rate.

		Adults			339	
Local Area Name	Total Participants Served	Dislocated Wor	kers		572	
Northwest Region	Total Farticipants Served	Older Youth			43	
		Younger Youth	Younger Youth		144	
		Adults	•		128	
ETA Assigned #	Total Exiters	Dislocated Wor	kers		213	
29005	Total Exiters	Older Youth			9	
		Younger Youth		36		
		Negotia	ted		Actual	
		Performance	e Level	Perfo	rmance Level	
Customer Satisfaction	Program Participants		N/A		N/A	
Customer Satisfaction	Employers		N/A		N/A	
	Adults		69%		88%	
Entered Employment Rate	Dislocated Workers		54%	96%		
	Older Youth		60%	75%		
	Adults		82%		75%	
Retention Rate	Dislocated Workers	81%		87%		
Retention Rate	Older Youth		71%		100%	
	Younger Youth		61%		50%	
Fornings Change / Fornings	Adults		\$3,460		\$3,586	
Earnings Change / Earnings Replacement in Six Months	Dislocated Workers		92%		115%	
Replacement in Six Months	Older Youth		\$2,660		\$2,517	
	Adults		45%		47%	
Credential / Diploma Rate	Dislocated Workers		45%		72%	
Credential / Diploma Nate	Older Youth		50%		65%	
	Younger Youth	50%			81%	
Skill Attainment Rate	Younger Youth		83%		79%	
Description of Other State Ind	icators of Performance					
Overall Status of Local Perform	mance	Not Met	Met	et Exceeded		
Overall Status of Local Fellon	mance		Х			

Northeast Region





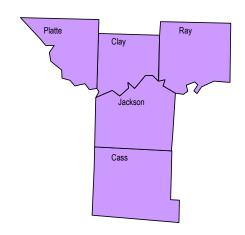
- Exceeded all the Entered Employment Rates.
- Met or Exceeded all the Retention Rates.
- Met the Dislocated Worker and Youth Program Area averages (119% and 141%, respectively).
- Missed the Adult Program area average (97%).
- High point: Reached 179% of projection for the Older Youth Earnings Change Rate.

		Adults			128	
Local Area Name	Total Participants Served	Dislocated Wor	kers		447	
Northeast Region	Total Cartosparito Corror	Older Youth			34	
		Younger Youth			107	
		Adults		30		
ETA Assigned #	Total Exiters	Dislocated Wor	kers		134	
29010	Total Exiters	Older Youth			12	
		Younger Youth			45	
		Negotia	ted	Actu	ial Performance	
		Performance	e Level		Level	
Customer Satisfaction	Program Participants		N/A		N/A	
Customer Satisfaction	Employers		N/A		N/A	
	Adults	76%		88%		
Entered Employment Rate	Dislocated Workers		75%		88%	
	Older Youth		59%		80%	
	Adults	83%		81%		
Retention Rate	Dislocated Workers	88%		93%		
Neterition Nate	Older Youth		80%		100%	
	Younger Youth		65%		83%	
Earnings Change / Earnings	Adults		\$3,851		\$2,783	
Replacement in Six Months	Dislocated Workers		86%		88%	
Replacement in Six Months	Older Youth		\$2,895		\$5,185	
	Adults		50%		52%	
Credential / Diploma Rate	Dislocated Workers		51%		77%	
Credential / Dipioma Nate	Older Youth		53%		60%	
	Younger Youth	55%		90%		
Skill Attainment Rate	Younger Youth		59%		84%	
Description of Other State India	cators of Performance					
Overall Status of Local Perform	nance	Not Met	Met		Exceeded	
Overall Status of Local Fellotti	iance	Х			_	



Kansas City & Vicinity Region

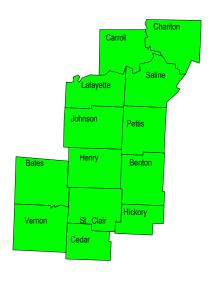
- Exceeded all the Entered Employment Rates.
- Met or Exceeded all the Retention Rates.
- Met its Adult, Dislocated Worker and Youth Program area averages (114%, 122% and 121%, respectively).
- High point: Reached 154% of projection for the Older Youth Entered Employment Rate.



Local Area Name		Adults			1,197	
Kansas City &	Total Participants Served	Dislocated Wor	kers		776	
Vicinity Region	Total Fartisipante Corvoa	Older Youth			255	
l		Younger Youth			1,031	
		Adults			632	
ETA Assigned #	Total Exiters	Dislocated Wor	kers	422		
29055	Total Exiters	Older Youth		29		
		Younger Youth			177	
		Negotia	ted	Actu	al Performance	
		Performance	e Level		Level	
Customer Satisfaction	Program Participants		N/A		N/A	
Customer Satisfaction	Employers		N/A		N/A	
Entered Employment	Adults		65%	81% 86%		
Rate	Dislocated Workers		73%			
Nate	Older Youth 50%			77%		
	Adults		72%		80%	
Retention Rate	Dislocated Workers		87%	85%		
Retention Nate	Older Youth		77%		84%	
	Younger Youth		58%		71%	
Earnings Change /	Adults		\$2,800		\$2,509	
Earnings Replacement	Dislocated Workers		90%		110%	
in Six Months	Older Youth		\$2,500		\$2,816	
	Adults		44%		58%	
Credential / Diploma	Dislocated Workers		45%		67%	
Rate	Older Youth		38%		22%	
	Younger Youth		48%			
Skill Attainment Rate	Younger Youth		70%		97%	
Description of Other State	Indicators of Performance					
Overall Status of Local Pe	orformance	Not Met	Met		Exceeded	
Overall Status of Local Fe	inonnance	X				

West Central Region



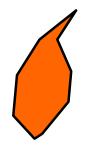


- Exceeded all the Entered Employment Rates.
- Exceeded all the Adult, Dislocated Worker and Older Youth Retention Rates.
- Missed the Younger Youth Retention Rate.
- *Met* the Adult, Dislocated Worker and Youth Program area averages (103%, 123% and 161%, respectively).
- High point: Reached 303% of projection for the Older Youth Entered Employment Rate.

		_		_		
		Adults			275	
Local Area Name	Total Participants Served	Dislocated Wor	kers		548	
West Central Region		Older Youth			61	
		Younger Youth			205	
		Adults		169		
ETA Assigned #	Total Exiters	Dislocated Wor	kers	232		
29015	Total Exiters	Older Youth			24	
		Younger Youth		78		
		Negotia		Actual Per	formance	
		Performance	e Level	Lev	/el	
Customer Satisfaction	Program Participants		N/A		N/A	
Oustomer Satisfaction	Employers		N/A	N/A		
Entered Employment	Adults	61%		83%		
Rate	Dislocated Workers		71%		88%	
rate	Older Youth		33%		100%	
	Adults		69%		84%	
Retention Rate	Dislocated Workers		78%		89%	
Neterition Nate	Older Youth		64%		100%	
	Younger Youth		48%		30%	
Earnings Change /	Adults		\$3,200		\$1,878	
Earnings Replacement	Dislocated Workers		79%		85%	
in Six Months	Older Youth		\$2,137		\$3,000	
	Adults		30%		29%	
Credential / Diploma	Dislocated Workers		31%	45%		
Rate	Older Youth		33%	75%		
	Younger Youth	40%		40%		
Skill Attainment Rate	Younger Youth		69%		88%	
Description of Other State	Indicators of Performance					
·		Not Met	Met	E	xceeded	
Overall Status of Local Pe	normance	Х				

St. Louis City Region

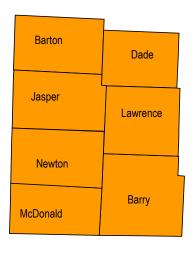
- Exceeded all the Entered Employment Rates.
- *Met* or *Exceeded* the Adult, Dislocated Worker and Older Youth Retention Rates.
- Met the Dislocated Worker Program area average (102%).
- *Missed* the Adult and Youth Program area averages (96% and 79%, respectively).
- High point: Reached 152% of projection for the Younger Youth Diploma Rate.



St. Louis City Region	otal Participants Served otal Exiters rogram Participants	Dislocated Worker Older Youth Younger Youth Adults Dislocated Worker Older Youth Younger Youth Negotiate Performance	ers		289 203 1,128 1,150 185 134	
ETA Assigned #	otal Exiters rogram Participants	Younger Youth Adults Dislocated Worke Older Youth Younger Youth Negotiate	d		1,128 1,150 185 134	
	rogram Participants	Adults Dislocated Worke Older Youth Younger Youth Negotiate	d		1,150 185 134	
	rogram Participants	Dislocated Worked Older Youth Younger Youth Negotiate	d		185 134	
	rogram Participants	Older Youth Younger Youth Negotiate	d		134	
29025	rogram Participants	Younger Youth Negotiate				
	·	Negotiate				
	·			398		
	·	Performance		Actua	I Performance	
	·		Level		Level	
Customer Satisfaction Pro			N/A		N/A	
Em	mployers		N/A		N/A	
Entered Employment Ad	dults	71%		79%		
Rate	slocated Workers		76%	82%		
Old	lder Youth		60%	70%		
	dults	76%		80%		
Retention Rate	slocated Workers	90%		90%		
Old	lder Youth	71%		62		
	ounger Youth		50%		0%	
	dults		\$2,720		\$1,687	
Earnings Replacement Dis	slocated Workers		95%		104%	
in Six Months Old	lder Youth		\$2,250		\$1,413	
Ad	dults		40%		42%	
Credential / Diploma Dis	slocated Workers		50%		45%	
Rate	lder Youth		30%		15%	
Yo	ounger Youth		42%		64%	
Skill Attainment Rate Yo	ounger Youth		85%		72%	
Description of Other State India	icators of Performance					
Overall Status of Local Perform	mance	Not Met	Met		Exceeded	
Overall Status of Local Feriorii	mance	Х				

Southwest Region





- Met or Exceeded all the Entered Employment Rates.
- Met or Exceeded the Adult, Dislocated Worker and Older Youth Retention Rates.
- Missed the Younger Youth Retention Rate (76%).
- Met the Dislocated Worker Program area average (105%).
- Missed the Adult and Youth Program area averages (82% and 86%, respectively).
- High point: Reached 137% of projection for Younger Youth Diploma Rate.

		Adults		364		
Local Area Name	Total Participants Served	Dislocated Wor	kers	240		
Southwest Region	Total Participants Served	Older Youth		35		
		Younger Youth		310		
		Adults		230		
ETA Assigned #	Total Evitara	Dislocated Wor	kers	120		
29030	Total Exiters	Older Youth		11		
		Younger Youth		43		
		Negotia	ted	Actual Performance		
		Performanc	e Level	Level		
Customer Satisfaction	Program Participants		N/A	N/A		
Customer Satisfaction	Employers N/A		N/A	N/A		
Entered Employment	Adults		69%	67%		
Rate	Dislocated Workers		72%	77%		
rate	Older Youth	older Youth 64%		86%		
	Adults	83%		80%		
Retention Rate	Dislocated Workers		92%	87%		
recondition react	Older Youth		75%	100%		
	Younger Youth		50%	38%		
Earnings Change /	Adults		\$3,346	\$1,386		
Earnings Replacement	Dislocated Workers		95%	85%		
in Six Months	Older Youth		\$2,630	-\$1,590		
	Adults		50%	46%		
Credential / Diploma	Dislocated Workers		53%	68%		
Rate	Older Youth		29%	29%		
	Younger Youth		52%	71%		
Skill Attainment Rate	Younger Youth		89%	73%		
Description of Other State	Indicators of Performance					
Overall Status of Local Pe	orformance	Not Met	Met	Exceeded		
Overall otatus of Local Fe	Homanoe	Х				



Ozark Region

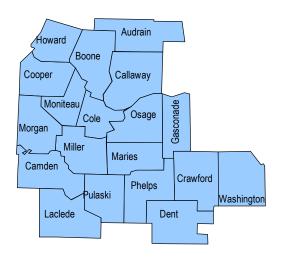
- Exceeded all the Entered Employment Rates.
- Met or Exceeded all the Retention Rates.
- Met the Adult, Dislocated Worker and Youth Program area averages (108%, 114% and 110%, respectively).
- High point: Reached 164% of projection for the Older Youth Entered Employment Rate.



		Adults			286	
Local Area Name	Total Participants Served	Dislocated Wor	kers		670	
Ozark Region	Total Fundiparto convoc	Older Youth			39	
		Younger Youth			422	
		Adults	Adults		180	
ETA Assigned #	Total Exiters	Dislocated Wor	kers	211		
29035	Total Exiters	Older Youth		16		
		Younger Youth			183	
		Negotiated		Actu	al Performance	
		Performance	e Level		Level	
Customer Satisfaction	Program Participants		N/A		N/A	
Customer Satisfaction	Employers		N/A		N/A	
Entered Employment	Adults		69%		78%	
Rate	Dislocated Workers		79%		94%	
Nate	Older Youth		56%		92%	
	Adults		82%		88%	
Retention Rate	Dislocated Workers		90%		86%	
Neterition Nate	Older Youth	80%		73%		
	Younger Youth		47%		60%	
Earnings	Adults		\$4,306		\$3,495	
Change/Earnings	Dislocated Workers		95%		104%	
Replacement in Six Months	Older Youth		\$2,580		\$1,775	
	Adults		45%		58%	
Cradential/Diploma Data	Dislocated Workers		45%		59%	
Credential/Diploma Rate	Older Youth		50%		53%	
	Younger Youth		50%			
Skill Attainment Rate	Younger Youth		90%		89%	
Description of Other State	Indicators of Performance					
Overall Status of Local Pe		Not Met	Met		Exceeded	
Overall Status of Local Pe	Homance	Х				

Central Region



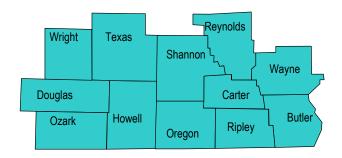


- Exceeded all the Entered Employment Rates.
- Met or Exceeded the Adult, Dislocated Worker and Older Youth Retention Rates.
- Met the Adult, Dislocated Worker and Youth Program area averages (127%, 129% and 118%, respectively).
- High point: Reached 207% of projection for the Older Youth Earnings Change Rate.

		Adults		491		
Local Area Name Central Region	Total Darticinanta Comrad	Dislocated Wor	kers	487		
	Total Participants Served	Older Youth		148		
		Younger Youth		241		
		Adults		96		
ETA Assigned #	Total Fuitana	Dislocated Wor	kers	123		
29040	Total Exiters	Older Youth		19		
		Younger Youth		69		
		Negotia		Actual Performance		
		Performanc		Level		
Customer Satisfaction	Program Participants		N/A	N/A		
Customer Satisfaction	Employers		N/A	N/A		
Entored Employment	Adults		70%	92%		
Entered Employment Rate	Dislocated Workers		80%	95%		
rate	Older Youth		60%	88%		
	Adults		80%	74%		
Retention Rate	Dislocated Workers		82%	93%		
Neterition Nate	Older Youth		80%	81%		
	Younger Youth		66%	25%		
Earnings	Adults		\$2,676	\$3,319		
Change/Earnings	Dislocated Workers		80%	106%		
Replacement in Six Months	Older Youth		\$2,224	\$4,595		
	Adults	50%		80%		
Cradantial/Diploma Data	Dislocated Workers	50%		76%		
Credential/Diploma Rate	Older Youth		46%	60%		
	Younger Youth		52%			
Skill Attainment Rate	Younger Youth	90%		96%		
Description of Other State Indicators of Performance						
		Not Met	Met	Exceeded		
Overall Status of Local Pe	поrmance	X				

South Central Region

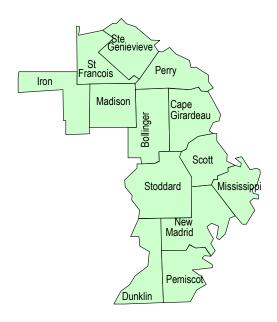
- Exceeded all the Entered Employment Rates.
- Met or Exceeded all the Retention Rates.
- *Met* the Adult, Dislocated Worker and Youth Program area averages (102%, 113% and 126%, respectively).
- High point: Reached 160% of projection for the Older Youth Credential Rate.



		Adults				
Local Area Name South Central Region	Total Participants Served	Dislocated Worl	kers		184	
	Total Farticipants corved	Older Youth	Older Youth		81	
		Younger Youth		391		
		Adults		176		
ETA Assigned #	Total Exiters	Dislocated Worl	kers	92		
29045	Total Exiters	Older Youth			27	
		Younger Youth			80	
		Negotiat	ted	Actu	al Performance	
		Performance	e Level		Level	
Customer Satisfaction	Program Participants		N/A		N/A	
Customer Satisfaction	Employers		N/A		N/A	
Entered Employment	Adults		75%		82%	
Rate	Dislocated Workers	76%			90%	
Nate	Older Youth		60%	81%		
	Adults	80%			84%	
Retention Rate	Dislocated Workers		80%	90%		
Retention Nate	Older Youth		64%		81%	
	Younger Youth		63%	62%		
Earnings Change /	Adults		\$3,200	\$2,693		
Earnings Replacement	Dislocated Workers		95%		106%	
in Six Months	Older Youth		\$2,200	\$2,931		
	Adults	70%			77%	
Credential / Diploma	Dislocated Workers	65%			71%	
Rate	Older Youth	30%		48%		
	Younger Youth	67%		88%		
Skill Attainment Rate	Younger Youth	89%			85%	
Description of Other State Indicators of Performance						
Overall Status of Local Performance		Not Met	Met		Exceeded	
			Х			

Southeast Region





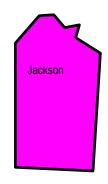
- Exceeded all the Entered Employment Rates.
- Met or Exceeded all the Retention Rates.
- Met the Adult, Dislocated Worker and Youth Program area averages (112%, 113% and 115%, respectively).
- High point: 138% of projection for the Younger Youth Retention Rate.

		Adults		_	984	
Local Area Name	Total Participants Served	Dislocated Wor	kers		773	
Southeast Region	Total Latticipants Served	Older Youth		324		
		Younger Youth			1194	
		Adults		299		
ETA Assigned #	Total Exiters	Dislocated Wor	kers		301	
29075	Total Exiters	Older Youth			79	
		Younger Youth			80	
		Negotia	ted	Actua	al Performance	
		Performance	e Level		Level	
Customer Satisfaction	Program Participants		N/A		N/A	
Customer Satisfaction	Employers		N/A		N/A	
Entered Employment	Adults		67%		79%	
Rate	Dislocated Workers	77%			81%	
rate	Older Youth	58%			77%	
	Adults		80%			
Retention Rate	Dislocated Workers	89%			88%	
retention rate	Older Youth	78%		75%		
	Younger Youth		60%		83%	
Earnings Change /	Adults		\$2,800	\$2,86		
Earnings Replacement	Dislocated Workers		85%			
in Six Months	Older Youth		\$2,400			
	Adults		47%			
Credential / Diploma	Dislocated Workers		50%			
Rate	Older Youth	46%			57%	
	Younger Youth	54%		64%		
Skill Attainment Rate	Younger Youth	88%			93%	
Description of Other State Indicators of Performance						
Overall Status of Local Performance		Not Met	Met		Exceeded	
Overall Status of Local Fe	Overall claids of Essai i chomishes					



East Jackson County Region

- Exceeded all the Entered Employment Rates.
- Exceeded all the Retention Rates.
- Met the Adult, Dislocated Worker and Youth Program area averages (107%, 127% and 103%, respectively).
- High point: Reached 204% of projection for the Younger Youth Skill Attainment Rate.



Local Area Name		Adults			223	
East Jackson County	Total Participants Served	Dislocated Worl	kers	295		
Region	Total Full olpanie Golf Ga	Older Youth		33		
		Younger Youth			184	
		Adults		122		
ETA Assigned #	Total Exiters	Dislocated Worl	kers		199	
29060	Total Exiters	Older Youth			8	
		Younger Youth			81	
		Negotiat	ted	Actu	al Performance	
		Performance	e Level		Level	
Customer Satisfaction	Program Participants		N/A		N/A	
Oustomer Satisfaction	Employers		N/A		N/A	
	Adults		66		74%	
Entered Employment Rate	Dislocated Workers	71%		83% 80%		
	Older Youth		50%			
	Adults		69%			
Retention Rate	Dislocated Workers	80%		87%		
recontion rate	Older Youth	60%			78%	
	Younger Youth		62%		67%	
Earnings Change /	Adults		\$3,000		\$2,085	
Earnings Replacement in	Dislocated Workers		89%		123%	
Six Months	Older Youth		\$2,500	\$1,247		
	Adults	43%			54%	
Credential / Diploma Rate	Dislocated Workers	40%			57%	
Oredential / Diploma Nate	Older Youth	50%		36%		
	Younger Youth	40%		0%		
Skill Attainment Rate	Younger Youth	47%			96%	
Description of Other State In	ndicators of Performance					
Overall Status of Local Performance		Not Met	Met		Exceeded	
Overall Claims of Local Ferri	Jilliulioc	X				

St. Louis County Region



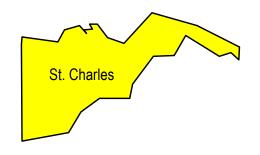


- Exceeded all the Entered Employment Rates.
- Met or Exceeded all the Retention Rates.
- Met the Adult, Dislocated Worker and Youth Program area averages (109%, 107% and 114%, respectively).
- High point: Reached 154% of projection for Younger Youth Diploma Rate.

		Adults		_	786	
Local Area Name	Total Participants Served	Dislocated Workers		1,237		
St. Louis County Region	Total Farticipants Served	Older Youth		75		
		Younger Youth		510		
		Adults		524		
ETA Assigned #	Total Exiters	Dislocated Wor	kers	808		
29070	Total Exiters	Older Youth			17	
		Younger Youth			47	
		Negotia	ted	Act	ual Performance	
		Performance	e Level		Level	
Customer Satisfaction	Program Participants		N/A		N/A	
Customer Satisfaction	Employers		N/A		N/A	
	Adults		71%		79%	
Entered Employment Rate	Dislocated Workers	83%		86%		
	Older Youth	67%		81%		
	Adults		82%		83%	
Retention Rate	Dislocated Workers		92%		90%	
riotentien riate	Older Youth	83%		88%		
	Younger Youth	64%		61'		
Earnings Change / Earnings	Adults	\$2,800		\$3,115		
Replacement in Six Months	Dislocated Workers		84%		89%	
replacement in oix wonths	Older Youth	\$3,000		\$2,517		
	Adults	60%		68%		
Credential / Diploma Rate	Dislocated Workers	61%		73%		
Oredential / Diploma Nate	Older Youth		42%		54%	
	Younger Youth	65%				
Skill Attainment Rate	Younger Youth	90%		98%		
Description of Other State Indica						
Overall Status of Local Performance		Not Met	Met		Exceeded	
Overall Status of Escal i Chomianes			Х			

St. Charles County Region

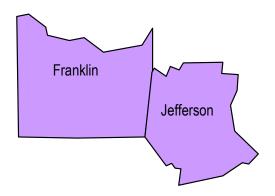
- Exceeded all the Entered Employment Rates.
- Met or Exceeded the Adult, Dislocated Worker and Younger Youth Retention Rates.
- Missed the Older Youth Retention Rate.
- Met the Adult, Dislocated Worker and Youth Program area averages (155%, 126% and 129%, respectively).
- High points: Reached 200% of projection for the Adult Credential Rate, Older Youth Credential Rate and Older Youth Entered Employment Rate.



		Adults			116
Local Area Name St. Charles County Region	Total Participants Served	Dislocated Workers		538	
	Total Fartisipante correa	Older Youth	Older Youth		25
		Younger Youth		29	
		Adults		82	
ETA Assigned #	Total Evitana	Dislocated Wor	kers	248	
29065	Total Exiters	Older Youth			7
		Younger Youth			11
		Negotiat Performance		Act	ual Performance Level
	Program Participants	Periormanic	N/A		N/A
Customer Satisfaction	Employers		N/A N/A		N/A N/A
	Adults		70%		83%
Entered Employment Rate	Dislocated Workers	64%		90%	
Entered Employment Nate	Older Youth	50%		100%	
	Adults	50%		96%	
	Dislocated Workers		88%		86%
Retention Rate	Older Youth		80%		50%
	Younger Youth	71%		75	
	Adults		\$3,346		\$3,702
Earnings Change / Earnings	Dislocated Workers	80%		92%	
Replacement in Six Months	Older Youth	\$2,805		\$79	
	Adults	50%		100%	
Cradential / Diploma Data	Dislocated Workers	50%		76%	
Credential / Diploma Rate	Older Youth	50%		100%	
	Younger Youth	40%		75%	
Skill Attainment Rate	Younger Youth	81%			95%
Description of Other State Indicators of Performance					
Overall Status of Local Performance		Not Met	Met		Exceeded
Overall Status of Local Periornia	IIUU	Х			

Jefferson / Franklin Consortium





- Exceeded all the Entered Employment Rates.
- Met or Exceeded all the Retention Rates.
- Met the Adult, Dislocated Worker and Youth Program area averages (140%, 136% and 134%, respectively).
- High point: Reached 222% of projection for the Younger Youth Diploma Rate.

Dislocated Workers 264	Local Area Name		Adults				
Franklin Consortium Older Youth 7ounger Youth 32 Younger Youth 32 Younger Youth 82 Adults 53 Adults 50 Adults 7ounger Youth 9 Younger Youth 8 Megotiated Performance Level Actual Performance Level Actual Performance Level Actual Performance Level Adults 67% 87% 87% 10 Adults 67% 87% 87% 10 Adults 66% 81% 87% 10 Adults 66% 97% 87% 10 Adults 76% 77% 77% 10 Adults 77% 10 Adults 77% 10 Adults	Jefferson /	Total Participants Served	Dislocated Wor	kers	264		
State		rotar ratioipanto corvou	Older Youth		32		
Total Exiters			Younger Youth		82		
Didal Exiters Older Youth S Younger Youth S Negotiated Performance Level Performance Level Program Participants N/A N/A			Adults		53		
Customer Satisfaction	ETA Assigned #	Total Evitors	Dislocated Wor	kers	81		
Negotiated Performance Level Performance Level	29050	Total Exiters	Older Youth		9		
Performance Level Level Customer Satisfaction Program Participants Employers N/A N/A Entered Employment Rate Adults 67% 87% Dislocated Workers 66% 81% Older Youth 63% 100% Adults 76% 77% Dislocated Workers 78% 100% Older Youth 80% 67% Younger Youth 75% 100% Earnings Change / Earnings Replacement in Six Months Dislocated Workers 90% 99% Six Months Older Youth \$3,000 \$1,624 Adults 41% 76% Credential / Diploma Dislocated Workers 40% 73% Rate Older Youth 38% 56% Younger Youth 45% 100% Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Not Met Met Exceeded			Younger Youth		8		
Customer Satisfaction Program Participants N/A N/A Entered Employment Rate Adults 67% 87% Dislocated Workers 66% 81% Older Youth 63% 100% Adults 76% 77% Dislocated Workers 78% 100% Older Youth 80% 67% Younger Youth 75% 100% Earnings Change / Earnings Replacement in Six Months Dislocated Workers 90% 99% Six Months Older Youth \$3,000 \$1,624 Adults 41% 76% Credential / Diploma Dislocated Workers 40% 73% Rate Older Youth 38% 56% Younger Youth 45% 100% Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Not Met Met Exceeded					Actual Performance		
Employers N/A N/A			Performance	e Level	Level		
Employers N/A N/A	Customer Satisfaction	Program Participants		N/A	N/A		
Dislocated Workers 66% 81%	Oustomer Satisfaction	Employers		N/A	N/A		
Rate Dislocated Workers 66% 81% Older Youth 63% 100% Retention Rate Adults 76% 77% Dislocated Workers 78% 100% Older Youth 80% 67% Younger Youth 75% 100% Earnings Change / Earnings Replacement in Six Months Dislocated Workers 90% 99% Six Months Older Youth \$3,000 \$1,624 Credential / Diploma Rate Adults 41% 76% Credential / Diploma Rate Dislocated Workers 40% 73% Rate Older Youth 38% 56% Younger Youth 38% 56% Younger Youth 71% 99% Description of Other State Indicators of Performance Not Met Met Exceeded	Entered Employment	Adults		67%	87%		
Retention Rate		Dislocated Workers	66%		81%		
Dislocated Workers 78% 100% Older Youth 80% 67% Younger Youth 75% 100% Earnings Change / Earnings Replacement in Six Months Dislocated Workers 90% 99% Six Months Older Youth \$3,000 \$1,624 Credential / Diploma Adults 41% 76% Credential / Diploma Dislocated Workers 40% 73% Rate Older Youth 38% 56% Younger Youth 45% 100% Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Not Met Met Exceeded	rate	Older Youth		100%			
Older Youth 80% 67%							
Older Youth 80% 67%	Retention Rate	Dislocated Workers					
Earnings Change / Earnings Replacement in Six Months Adults \$3,000 \$4,332 Dislocated Workers 90% 99% Six Months Older Youth \$3,000 \$1,624 Adults 41% 76% Credential / Diploma Dislocated Workers 40% 73% Rate Older Youth 38% 56% Younger Youth 45% 100% Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Not Met Met Exceeded	Retention Nate	Older Youth					
Earnings Replacement in Six Months Dislocated Workers 90% 99% Six Months Older Youth \$3,000 \$1,624 Adults 41% 76% Credential / Diploma Dislocated Workers 40% 73% Rate Older Youth 38% 56% Younger Youth 45% 100% Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Not Met Met Exceeded		Younger Youth	75%		100%		
Six Months Older Youth \$3,000 \$1,624 Credential / Diploma Adults 41% 76% Rate Dislocated Workers 40% 73% Older Youth 38% 56% Younger Youth 45% 100% Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Not Met Met Exceeded							
Adults		Dislocated Workers		90%			
Credential / Diploma Dislocated Workers 40% 73% Rate Older Youth 38% 56% Younger Youth 45% 100% Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Not Met Met Exceeded	Six Months	Older Youth	\$3,000		\$1,624		
Rate Older Youth 38% 56% Younger Youth 45% 100% Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Not Met Met Exceeded		Adults	41%				
Younger Youth 45% 100% Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Overall Status of Local Performance Not Met Exceeded	Credential / Diploma	Dislocated Workers			73%		
Skill Attainment Rate Younger Youth 71% 99% Description of Other State Indicators of Performance Overall Status of Local Performance Not Met Met Exceeded	Rate	Older Youth	38%				
Description of Other State Indicators of Performance Overall Status of Local Performance Not Met Exceeded		Younger Youth	45%		100%		
Overall Status of Local Performance Not Met Exceeded			71%		99%		
Uverall Status of Local Performance	Description of Other State I	ndicators of Performance					
X	Overall Status of Local Performance		Not Met	Met	Exceeded		
	Overall Status of Local Fel		X				



Success Stories

The Program Year 2001 Alumni of the Year have proven that through hard work and determination it is possible to accomplish their goals.

Gayla McGinnis, Central Region

Gayla McGinnis is a single mother of three. She had been working as a certified nurse assistant earning minimum wage. While she saw a future in the medical field, she was not earning enough to support herself and her family. She was relying on Food Stamps and Medicaid to help her get by. WIA dollars were used to allow her to continue the registered nursing program she had already started. After completing her training program, she was hired by Saint John's Hospital in Springfield at \$16.20 per hour.

Laurence Fuqua, East Jackson County Region

Laurence Fuqua came to the Career Center in Independence to report his unemployment insurance claim. He was having a difficult time finding suitable employment after a back injury forced him out of the warehousing field. Vocational Rehabilitation, the Rehabilitation Institute, the Full Employment Council and Workforce Development staff teamed up to help Larry find a position as a file clerk, earning \$9.00 per hour with great benefits.

Christine Bowe, Jefferson / Franklin Consortium

Christine Bowe is a single parent of a four year-old girl. She was receiving assistance from the Division of Family Services (DFS) and decided that she needed to further her education in order to achieve self-sufficiency for herself and her daughter. WIA, Welfare-to-Work and DFS paid for her training with the help of a Pell Grant. After graduation, she found a job in her field and is now looking forward to a future she and her daughter can face with pride.

Lisa Eisenhower, Kansas City & Vicinity Region

Lisa Eisenhower, a single mother of three, entered the Full Employment Council's WIA program. She used the Resource Area to access Missouri *WORKS!* and other Internet sites to search for jobs and attended job readiness classes. She was enrolled in LPN training with the help of a Pell Grant and supportive service payments to help her through the tough financial times. She worked full-time on the weekends to provide for her family. She is now working as a licensed practical nurse and has reached self-sufficiency.

Tiffany Rollison, Northeast Region

Tiffany Rollison was working as a certified nurse assistant earning minimum wage. She knew this was not enough to support her and her two year-old son, so she sought help in getting her registered nurse license. Tiffany knew the demands of the nursing program would make it impossible to continue working full-time. She would need assistance to help with the training cost and living expenses. It was determined that she would need Food Stamps and Temporary Assistance from DFS. Through agency collaboration, a joint plan to meet Tiffany's needs was developed. After graduation, she accepted a position as a registered nurse and became completely independent of all public assistance.



Gary Tantlinger, Northwest Region

Gary Tantlinger registered for work at the Missouri Career Center in St. Joseph upon losing his job in the fall of 2000. Workforce Development, Parents' Fair Share, Vocational Rehabilitation, DFS and Employment Security teamed-up to help him find a new career. Gary got a job working for a temporary agency and shows a continued respect for the system that supported him in his transition. Gary strives to ensure others are given the same advantages he was given.

Karen Glenn, Ozark Region

Karen Glenn is married and has three children. The family was doing reasonably well until her husband ruptured three discs in his back and became unable to work. At about this time, her youngest daughter was diagnosed with epilepsy. Karen needed help. Missouri Career Center partners used WIA, DWD, DFS, FUTURES and Welfare-to-Work funding to help her get an accounting degree and a job earning a wage that allows her to provide for her family.

Susan Mann, South Central Region

Susan Mann had worked as a sewing machine operator for six years when the plant shut down due to foreign imports. Fortunately, the Poplar Bluff Technical Career Center was able to help her access Trade Readjustment Assistance funds to pay for licensed practical nurse training to establish a new career. The Division of Employment Security, DWD and WIA provided funding to help her get her licensed practical nurse certification and a job that has allowed her to become self-sufficient.

Tasha Lucas, Southeast Region

Tasha Lucas, a single mother, was receiving Temporary Assistance to help support her daughter. She realized that there was no way to provide a good home and be a positive influence while on public aid, so she made the commitment to become self-sufficient. Welfare-to-Work, WIA and DFS, with help from a Pell Grant, provided funding for her to get her licensed practical nurse certification. Tasha is now able to provide for her daughter and is now, with the help of a Pell Grant, paying for school to become an registered nurse.

Tabitha Messbarger, Southwest Region

When Tabitha Messbarger came to the Missouri Career Center, she was a single mother who had just received her general equivalency diploma and needed skills training. She was struggling to provide for her son, sometimes skipping a meal so he could eat. DFS and WIA funds, along with a Pell Grant helped her through school and into a job. Tabitha is now completely self-sufficient and not relying on any agency or program to help her.

Jamesetta Keller, St. Charles County Region

Jamesetta Keller began utilizing the services of the St. Charles County Department of Workforce Development in August 2001. She was a single parent of three children who was receiving Temporary Assistance and Food Stamps from DFS. She was hired as a Work Experience receptionist at the Workforce Development Center, gaining knowledge in customer service techniques, multi-line telephone systems, office equipment and job keeping skills. Jamie was soon offered a full-time position as a Customer Service Representative earning \$9.00 an hour.



Davis Moore, St. Louis City Region

Davis Moore went to the St. Louis Agency on Training and Employment (SLATE), a Missouri Career Center system partner, after being laid-off. He had worked in social services for the past several years and really enjoyed the work. He was introduced to the Resource Area where he took advantage of the fax machines, copiers, phones, job listings and more. He used the Center as his office and treated his job search like a full-time job. Davis' perseverance impressed the staff at SLATE. Because of his first-hand experience of how the Program could help job seekers, he was hired as a career counselor.

Karen Freund, St. Louis County Region

Karen Freund had worked as a warehouse supervisor for more than eight years when she was told the plant was moving to Mexico. Karen realized a career change was necessary. She learned she was eligible for Trade Readjustment Assistance funding and pursued the A+ Certificate in computer hardware. She obtained a job in her field and both the employer and Karen agree that without her new skills, she would not have been eligible for the job.

Bobbie Moulder, West Central Region

Bobbie Moulder was released from the Vandalia Women's Correctional Facility in March 2001. Two months later she passed her general equivalency diploma test and began a very difficult job search. She was encouraged by her probation officer to attend a workplace readiness / life skills workshop being offered by WIA staff in the Clinton Career Center. Through a partnership of Probation and Parole, Workforce Development, Community Services Block Grant and WIA service providers, Bobbie was able to overcome her barriers and secure suitable employment.



The Program Year 2001 Governor's Special Achievement of Excellence Award winners are reflective of the many outstanding individuals and programs within Missouri.

Collaboration and Integration of Services Work Incentive Initiative Consortium Kansas City, Missouri

The Work Incentive Initiative Consortium is a partnership of diverse agencies and organizations that unified to bring about a system change within the Workforce Development System to enhance services for job seekers with disabilities. Partners include the:

Full Employment Council Local Investment Commission Rehabilitation Institute Jewish Vocational Service

Governor's Council on Disability Helping Hand of Goodwill Business

Missouri Division of Vocational Rehabilitation Greater Kansas City Chamber of Commerce

Rehabilitation Services for the Blind Leadership Network

The Consortium came together in January 2001 with funding from the U.S. Department of Labor to design an infrastructure within the Workforce Development System to provide a seamless delivery of services to job seekers with disabilities. Historically, these job seekers have been served utilizing a specialized and / or segregated model of service delivery. The Consortium collaborated in creative ways to integrate services and resources within the Workforce Development System to meet the unique needs of job seekers with disabilities.



Innovation Y-Line "Youth-to-Youth" Call Center Springfield, Missouri

The Y-Line is a peer-to-peer, non-crisis telephone call center designed for local youth customers and operated by local youth. It provides youth with advice, referral to local agencies and resources for specific needs and is an outlet for them to talk to someone. The Program is operated by the Ozarks Area Community Action Corporation and Youth Services Department under a grant by the Department of Elementary and Secondary Education and DWD. The service uses WIA Youth participants as the call center operators. A WIA staff member who is educated and experienced in individual counseling and family therapy supervises the center. The supervisor has the ability to silently monitor all calls and take control if an emergency or crisis situation occurs. The call center is an innovative concept that serves a dual purpose as a work experience site for WIA participants and it provides a much-needed service to the local community.

Leadership Wayne Voltmer, Presiding Commissioner Holt County, Oregon, Missouri

Commissioner Voltmer has been able to motivate county residents and business leaders to increase the number of jobs in the county. Commissioner Voltmer played a vital role in bringing Golden Triangle Energy to Holt County. This 14 million-gallon capacity ethanol plant employs 30 people and has created a new market for local corn growers. Commissioner Voltmer serves on many boards of directors and committees throughout the county. His priorities are those groups that have a connection to job development and assisting people whose lives could be improved through better employment. He stays current on any programs that can help people learn the skills and abilities they need to have a decent job. He shares the information he gathers with people in need.

Private Sector Participation Nestle Purina Pet Care / Friskies St. Joseph, Missouri

No employer likes to deal with a layoff, but some companies go the extra mile to make sure their employees have every opportunity to be successful in their transition. When the Rapid Response Team learned that a layoff was eminent, they met with Nestle Purina Pet Care / Friskies management to explain what rapid response is and how the Company could work with the Team to help their employees access dislocated worker services. Company management agreed to allow rapid response meetings to be held on their premises. To encourage employee participation, the meetings were allowed to be held on company time. When management learned that an October 1 layoff date would hinder the progress of employees who wanted to start school in September, they agreed to give employees the option of leaving September 1 without adversely effecting their severance packages. Throughout this process, the Company has been supportive of their effected workers and has made every effort to make the transition from Nestle Purina Pet Care / Friskies employment to future career opportunities a positive one.

Performance Measurement System

The WIA Performance Management System evaluates programs in seventeen different areas. The purpose of these measures is to objectively evaluate the effectiveness of WIA programs. These measures cover separate program areas, including Adult, Dislocated Worker and Youth services and Customer Satisfaction. Among these programs, six primary measurements are examined:

- Entered Employment Rates;
- Employment Retention Rates;
- Earnings Change / Replacement Rates;
- Credential / Diploma Rates;
- Skill Attainment Rates; and
- Customer Satisfaction Surveys.

What are these rates, and what do they mean for workforce programs?

The Entered Employment Rate

The Entered Employment Rate is used for the Adult, Dislocated Worker and Older Youth Programs. Each measure reflects the success rate of WIA clients who were unemployed at registration in obtaining unsubsidized employment within one calendar quarter of exiting the particular WIA program. Determination of a successful outcome for this measure comes when either of two conditions is met:

- The client has wage credits greater than zero in the UI wage files; or
- The client provides supplemental information of paid work (such as in a neighboring state, self-employment, etc.)

The Entered Employment Rate is determined by dividing the number of successful clients by the total number of eligible clients who exited in that quarter.

The Employment Retention Rate

The Employment Retention Rate is used for the Adult, Dislocated Worker and Older Youth Programs. These rates measure the success of WIA clients in these programs in retaining employment for at least six months after obtaining employment in the first quarter after exit. Retention is based on the number of clients who successfully found employment in the first quarter after exit (whether they were unemployed at registration or not). Determination of a successful outcome for this measure comes when either of two conditions is met:

- The client has wage credits greater than zero in the UI wage files; or
- The client provides supplemental information of paid work (such as in a neighboring state, self-employment, etc.)

The Employment Retention Rate is determined by dividing the number of successful clients (having wage credits or supplemental data in the first and third quarters after exit) by the number of clients who had employment in the first quarter.



The Earnings Change / Replacement Rate

The Earnings Change / Replacement Rate measure is used for the Adult, Dislocated Worker and Older Youth Programs. In the Adult and Older Youth programs, the measure is known as the Earnings Change, while in the Dislocated Worker Program the measure is called the Earnings Replacement Rate.

The Earnings Change is a dollar figure calculated from UI wage records. The measure calculates the average difference in six months of earnings after the client exits vs. six months of earnings prior to registration. A positive result means that exiters had higher earnings after exit than before registration. A negative result means that exiters had less earnings after exit than prior to registration.

The Earnings Replacement Rate, used in the Dislocated Worker Program, is a similar measure to the Earnings Change, with the primary difference being that the measure is reported as a ratio of the post-service wages divided by the predislocation wages.

Credential / Diploma Rates

The Credential / Diploma Rates are used in various forms across all WIA areas: Adult, Dislocated Worker, Older Youth and Younger Youth. In essence, this set of rates seeks to measure the rate at which these various groups obtain credentials and diplomas designed to enhance their work skills.

The Credential Rate for Adults and Dislocated Workers measures the percentage of exiters from those groups who received training during enrollment and who entered employment in their first quarter after exit and then obtained a credential by the third quarter after exit. The rate is determined by dividing those successfully meeting the criteria by all exiters for that particular quarter.

The Credential Rate for Older Youth is slightly different in that the client does not have to enter employment. The exiter from the Older Youth program may enter any of the following in the first quarter after exit: employment, post-secondary education or advanced training. An exiter meeting these criteria must then receive a credential by the third quarter after exit, the same as with the Adult and Dislocated Worker Credential Rate.

The Diploma Rate for Younger Youth calculates the number of those exiters who obtain a high school diploma or its equivalent by the first quarter after exit. In all four measures, the credential or diploma may be earned <u>before</u> exiting a WIA program and count towards a positive outcome for these measures.

Skill Attainment Rate

The Skill Attainment Rate is used solely in the Younger Youth program. Clients eligible for inclusion in this measurement are all in-school Younger Youth and any out-of-school Younger Youth who are determined to be in need of basic skills, work readiness and/or occupational skills.

The Skill Attainment Rate, unlike the above measures, does not work off of the exit of the client. Rather, for each skill attainment goal set, the client has one year to reach that goal. Multiple goals are possible and encouraged.

The calculation of this rate occurs in the quarter that a particular goal is met or, in the quarter after the expiration of the one-year time limit. The attainment of goals can also be subject to hold periods, where the one-year time limit remains frozen until such time as the gap in services is closed.

The Vision

A skilled workforce for today's jobs and tomorrow's careers.

The Mission

The mission of the Missouri Division of Workforce Development is to foster a skilled workforce to increase Missouri economic growth by serving businesses and empowering job seekers through a customer centered, accountable, streamlined system.



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